

Inventory of Lebanon's Light Manufacturing & Agro-Industry Quality Training Programs

Prepared By:
LEBANESE AMERICAN UNIVERSITY
**The Center for Sponsored
Research & Development**

In Association With:
SRI INTERNATIONAL

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Executive Summary

This report represents an inventory of existing Lebanese training programs in quality control, related to light manufacturing and agro-industries. Staff of the Lebanese American University, in coordination with SRI International, carried out the project.

The work performed is intended to provide a review of the current supply of quality control training programs for the light and agro-industries in Lebanon. In view of the considerable range of activities, the focus was on overall management quality control, such as ISO certification efforts, as well as agro-industry-specific quality training programs.

To achieve the goals of this task, LAU staff communicated and interviewed key people in several of the institutions offering this type of training. The following list is not exhaustive, but it covers the majority of the larger, better known institutions and those that were able to provide interviews or information. All the information in this report is based on what was provided verbally during interviews with the companies' personnel, or comes from companies' written information and training literature.

In general, we found that currently only a few *agro-industry* related training courses are available from ICTN and TEAM International (italicized in the table below). Other institutions may have the capabilities and the know-how to provide such training courses, but do not currently offer them. Many of the larger institutions indicated that in addition to their list of current Quality Training courses, they could provide "company-specific" courses that address most special training needs specific to the *agro-industry*.

The following table summarizes the quality training courses which are currently available to the industry at the various training institutions. MP and TAGG are two other major organizations that have the capabilities and know-how to provide most of the training courses; however, their philosophy is different from the others, and we could not list any current training courses.

Summary of Quality Courses Offered by Training Institutions in Lebanon

	CSPM	ICTN	LMA	MIC	MP	QTEC	QMI	TAGG	TEAM	CSRD
ISO 9000	X		X	X		X	X		X	X
QS 9000									X	X
ISO 9000 Essential Manufacturing							X			X
ISO 9000 Essential Audit							X			X
ISO 9000 Audit Manufacturing							X			
ISO 9000 Audit Services							X			
ISO 9000 Internal Auditor	X	X		X		X	X			X
ISO 9000 Quality Documentation	X			X		X	X			X
ISO 14000	X	X					X		X	X
ISO 14000 Lead Audit							X			X
ISO 14000 Internal Audit							X			X
ISO 9001 TickIT		X								
BS 7999		X								
Health & Safety		X								
Integrated Management System		X								
Kitemark CE		X							X	
Keymark		X							X	
Food Safety		X								
HACCP		X							X	
ISO 9000 Lead Assessor		X				X				X
CIEH Environmental Awareness		X								
CIEH Environ. Audit		X								
CIEH Environ. Management Cert.		X								
Quality Improvement			X			X				X
Total Quality Management			X	X		X			X	X
Quality Assurance						X				
Business Process Improvement									X	
Strategic Quality Planning										X
Quality Test/Training										X
Contract Skills										X
Good Practices in Manufacturing									X	
Quality HR										X

List of Companies Providing Quality Training

The following list contains the names of thirteen companies in Lebanon that provide training, with contact information. The first ten were generous enough to be interviewed and detailed information about these ten companies' programs follows this list.

CUSTOMER SUCCESS & PROGRESS MIDDLE EAST (CSPM)

KEY PERSON: Raffy Semerdjian, Managing Director

P.O. BOX: 172 Hazmieh, Lebanon

TEL: 01-257676- 03-726402

FAX: 01-248819

E-MAIL: cspme@destination.com.lb

INTERNATIONAL CONSULTING AND TRAINING NETWORK, SARL (ICTN)

KEY PERSON: Fay Niewiadomski, Managing Director & Senior Consultant

TEL: 09-217318- 217323

FAX: 09-217319- 216837

E-MAIL: ictn@netgate.com.lb

LEBANESE MANAGEMENT ASSOCIATION (LMA)

KEY PERSON: Mary Rbeiz

P.O. BOX: 135705 Beirut

TEL: 01-811045

FAX: 01-811049

E-MAIL: lma@aub.edu.lb

MECHANICAL & INDUSTRIAL CONSULTING CO.

KEY PERSONS: Michael A. Raphael, Ph.D. ,P.E., General Manager
Mary El Asmar, M.A, Quality assurance specialist

P.O. BOX: 175-396 Beirut - Lebanon

TEL: 961-1-241810- 241811- 261962- 261963

FAX: 961-1-241815- 602822

E-MAIL: mic@cyberia.net.lb

MANAGEMENT PLUS

KEY PERSON: Sabbah Al Haj, Chairman- General Manager.

P.O. BOX: 13-6392- Sami Solh AV., Rahal Bldg.- 3rd floor

TEL: 01-396309/10/11

FAX: 01-382713

E-MAIL: mplus@managementplus.com.lb

QUALITECH INTERNATIONAL

KEY PERSONS: Ghassan Ali, General Manager, Registered Lead Auditor,
IRCA – U.K.

P.O. BOX: 55327 Beirut, Lebanon

TEL: 01- 483137- 03-704510

FAX: 01-483137

QUALITY MANAGEMENT INSTITUTE (A division of Canadian Standards Association)

KEY PERSON: Mohammad Fawaz, Samer Chaouk

P.O. BOX: Unesco 114-5224 Beirut, Lebanon

TEL: 961-1-399691/2

FAX: 961-1-399692

E-MAIL: qmiaw@destination.com.lb

TALAL ABU-GHAZALEH INTERNATIONAL

KEY PERSONS: Haytham Y. El-Khoury, Managing Director
Kamel Mardini, Consultant Services Manager
Akram Rayess, Consultant

P.O. BOX: 11-7381, Beirut, Lebanon

TEL: 961-1-353858- 746947

FAX: 961-1-353858

E-MAIL: agiplb@cyberia.net.lb

TEAM INTERNATIONAL (Engineering & Management consultants)

KEY PERSON: Victor A. Khouri, Management Development Manager

P.O. BOX: 145303- Beirut- Lebanon

TEL: 01-353477- 353458

FAX: 01-353459

E-MAIL: teamintl@cyberia.net.lb

LEBANESE AMERICAN UNIVERSITY (CENTER FOR SPONSORED RESEARCH AND DEVELOPMENT)

KEY PERSON: DR. George Nicolas

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STARMANSHIP & ASSOCIATES

KEY PERSON: Fayeze Helou

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FAX: 01-324923

E-MAIL: staman@cyberia.net.lb

BRAINPOWER

KEY PERSON: Amine Kanaan Ph.D.

TEL: 05-454831

FAX: 05-429203

EMAIL: 2brainpower@usa.net

APRAVE

KEY PERSON: Marwan Mbarak

TEL: 01-612918-19

FAX: 01-612920

Detailed Information about Companies **Providing Quality Training**

CUSTOMER SUCCESS & PROGRESS MIDDLE EAST (CSPM)

KEY PERSON: Raffy Semerdjian, Managing Director

P.O. BOX: 172 Hazmieh, Lebanon

TEL: 01-257676- 03-726402

FAX: 01-248819

E-MAIL: cspme@destination.com.lb

Company Profile:

Established in Paris, France in 1969, CSP has become one of the European leaders in the field of Consulting and Quality Training. In 1996, CSP received and trained over 10,000 persons in the domains of Quality, Management, and Communications. In 1997, CSPM was established in Beirut, and it currently has a staff of 8. CSPM has trained participants from over 40 Lebanese institutions in courses such as ISO 9000/1/2, and it has certified several of these participants.

The Mission of CSP is to bring added value and concrete results to the clients. Their agents, being trainers and consultants at the same time, allow them to simultaneously provide training, consulting, and long-term coaching to their clients. All their training programs may be conducted in English or in French.

CSPM courses are given at least once a year, but often two to three times a year, based on needs.

Quality Course Offerings:

1. Quality Assurance and ISO 9000 Certification

Course Objectives:

- Acquire operational knowledge of Quality Assurance concepts and ISO 9000 Certification.
- Initiation to establish the ISO 9000 Quality System in the client's company, or to improve the existing Quality System.
- Prepare client's company for an official certification.

Course duration: Fifteen hours

The program is designed for: Managers, supervisors, or engineers who are concerned with the ISO 9000 certification project.

2. Internal Quality Auditor

Course Objectives:

- Acquire the necessary methodology and techniques for auditing and evaluating the Quality Assurance System.

- To be able to establish an action plan following the analysis of the results of an audit.

Course Duration: Ten hours

The program is designed for: Persons carrying the responsibility of conducting internal Quality Audits for the company's Quality Assurance System.

3. *Quality Assurance Documentation (ISO 9000)*

Course Objectives:

- To acquire the methodology and practical skills on how to easily and efficiently write and edit quality manuals, procedures, and instructions.

Course Duration: Ten hours

The program is designed for: Quality Assurance Managers, management personnel, and any person having to write any part of the Quality Assurance documentary system (e.g., Quality Manual, procedures, instructions, etc.).

4. *ISO 14000 and Environmental Management*

Course Objectives:

- Acquire operational knowledge of Quality Assurance concepts and ISO 14000 Certification.
- Implement an Environmental Management System in the client's company or improve the established system.

Course Duration: Fifteen hours

The program is designed for: Managers, supervisors, or engineers concerned with the ISO 14000 Certification project.

INTERNATIONAL CONSULTING AND TRAINING NETWORK, SARL (ICTN)

KEY PERSON: Fay Niewiadomski, Managing Director & Senior Consultant

TEL: 09-217318- 217323

FAX: 09-217319- 216837

E-MAIL: ictn@netgate.com.lb

Company Profile:

ICTN was established in 1993 and is currently staffed by twelve full-time employees, with a few other international and local consultants that are available to serve as needed.

ICTN offers both consulting services and quality training. The company is accredited to use the powerful diagnostic tools offered by the Team Management Systems (TMS) suite of instruments. ICTN also offers, through TMS, recruitment services to interested clients based on advanced job analysis and personal diagnostic instruments. ICTN is also affiliated with the National Quality Assurance (NQA) since February 8, 1999, the Council for International Education Exchange (CIEE) headquartered in New York since 1994, and the London Chamber of Commerce and Industry (LCCI).

ICTN offers each of its training courses at least once per year, and these courses also available on an as needed basis.

Company Services:

1. ISO Consulting and Training

ICTN offers all aspects of ISO training and consulting with support from leading international trainers in National Quality Assurance (NQA), as well as recognized independent Quality Consultants. Internal Auditor and Lead Auditor/Assessor training result in an IRCA registered certificate for successful candidates.

Under ***ISO consulting*** the areas addressed are the following: management responsibility, quality system, contract review, design control, document and data control, purchasing, control of customer supplied products, product identification and tractability, process control, inspection and testing, control of inspection, measuring and test equipment, control of non-conforming products, corrective and preventive action, handling storage, packaging, preservation and delivery, control of quality records, internal quality audits, training, servicing, and statistical techniques.

2. Management Training and Development

ICTN offers over 92 different management and communication skills development training programs. These training programs may be:

- Customized to individual, group, or company needs.

- Presented as one-day workshops on high-demand topics (e.g., Time Management, Quality Customer Service, Effective Communicating, and Optimum Resource Management).

3. *Communication Skills Development and Foreign Languages*

- Customized communication programs offering specialized languages and skills to banks, insurance companies, manufacturers, health care, hospitality industries, etc.
- Regular communication programs offering English language development for general and business applications to all interested individuals, groups, and companies (LCCI – London Chambre of Commerce and Industry Certificates).

Quality Course Offerings:

Areas of Quality Management Training covered by NQA in association with ICTN:

1. *ISO 9001 TickIT – Software Development*

The TickIT system was launched in 1991 to provide accredited ISO 9000 certification, specially designed for organizations involved in software development. The software is designed to provide the quality assurance of ISO 9000 and make it more specific to software development by establishing a system which is audited by IT competent and registered auditors, using official guidance.

2. *Environmental Management Systems Standards: ISO 14001 and EMAS*

An environmental management system (EMS) may be structured in a similar way to a quality management system or as part of existing management systems. However, the operational controls are aimed much more at complying with legislation and controlling potential environmental effects of the organization. The focus of the EMS is to control all direct or indirect effects the organization has, or could potentially have, on the environment. For example, emissions to air, land, or water must comply with regulations. The organization should implement improvement programs that could lead to financial benefits. Program descriptions are based on excerpts or adaptations from *NQA Guide to Certification* published by NQA, 1998.

3. *Information Security Management System: BS 7799*

The purpose of information security management is to enable continuity of business and a reduction in damage in the case of security incidents, by preventing or minimizing their impact. Beginning in 1993 as PD0003, a Code of Practice for Information Security Management, BS 7799 was developed by the Department of Trade and Industry (DIT) as a result of demand.

4. *Health and Safety*

Occupational health and safety guidelines must be addressed by all organizations, large and small, and individuals to meet the minimum needs of all legislative requirements and understand the hazards and risks within an organization. Progressive business will aim to go beyond compulsory measures and promote continuous improvement in health and safety matters.

5. *Integrated Management System*

A company may have a number of separate management systems, each of which may have its own manager, documentation, and team of auditors. This has led many companies to adopt integrated management systems as the most effective means to discharge their obligations either to the community or their customers, in an attempt to manage their exposure to risk and improve profitability.

6. *The Kitemark Product Certification*

The Kitemark is a registered certification trademark of the British Standards Institution (BSI). BSI licenses it to manufacturers for use on products which satisfy the requirements for certification. When the Kitemark and specification number appear on a product, it signifies that the product has been certified by BSI as conforming with that specification, through a process of testing and surveillance. The presence of the Kitemark on a product purchases with assurance and confidence that the product qualities have been endorsed by a reputable body, independent of the manufacturer. This helps purchasing decisions by differentiating products in complex or saturated markets.

7. *The Keymark Product Certification*

The Keymark is a new certification mark to show conformity of products with European Standards. Owned and offered by the European Committee for Standardization (CEN) and the European Committee for Electrical Standardization (CENELEC), it is similar to the UK Kitemark system. A product bearing the Keymark will convey a message to customers that the product complies with stated European standards covering safety, performance, and environmental criteria.

8. *Personal Certification*

As its name suggests, personal certification is a statement of an individual's ability measured against standards or normative documents. Certification follows an assessment of an individual's performance in examinations and defined practical tasks, designed to establish whether or not they have the appropriate knowledge and practical skills to complete work competently. Independent, impartial certification bodies issue accredited certificates of competence.

9. Food Safety – Legislation and Certification

The food industry often receives intense media security, which focuses consumer attention on weaknesses in individual, corporate, and legislative control of food safety. Consumers have the right to expect that the food they eat is safe, but the growing incidence of food poisoning, the BSE crisis, and many other high profile issues lead them to question food safety. Retailers wish to sell safe products of consistent quality and manufacturers need to satisfy both retailers and consumers in these respects by adopting routines which enable them to maintain product quality and comply with the food production legislation. In addition to legislation originating in the UK, there are directives issued by the European Commission which are applicable in all member states of the EU. Such legislation strives to ensure that food is safe, wholesome, and also accurately described.

10. Hazard Analysis Critical Control Point (HACCP)

HACCP is a food safety management system based on a systematic hazard analysis of each step in a food production process, with the objective of identifying those points which are critical to food safety – the Critical Control Points (CCPs). The original HACCP concept was created by the Pillsbury Company, NASA, and the US Army Natick Laboratories during their research into the production of safe food for the American Space Program in 1973. Since then, the HACCP approach to food safety has achieved international acceptance.

Certified Training Courses:

1. ISO Internal Auditor (2 days)

The ISO Internal Auditor course enables you to perform the internal tasks essential for the effective management of an ISO 9000 Quality System. The only way to be sure that a Quality Management System is operating effectively to ISO standards is to audit it on a regular basis. This intensive course will not only be of benefit for conducting an organization's Internal Auditor, but also for the task of implementing an ISO 9000 Quality Management System. The learning process includes a series of tutorials, interactive training sessions, a major case study, and role-playing exercises. It also describes how to plan and perform an audit, report findings, conduct opening and closing meetings, and establish follow-up actions. With the help of both the workshops and role-plays, participants will experience the critical stages of an audit.

This course is certified by the IRCA Registration Governing Board and satisfies part of the formal training requirement for individuals seeking registration under the IRCA ASSESSOR Registration Scheme (Registration #R912).

2. ISO Lead Assessor* (5 days)

This workshop illustrates the importance of the Assessor/Lead Assessor's managerial role, skills, and competency in bearing the ultimate responsibility for the effective performance of the audit team. This is a practical and intensive non-residential course for training quality professionals to lead and manage third and

second party audits of an ISO 9000 Quality System. The workshop describes how to plan and perform an audit, report findings, conduct opening and closing meetings, and establish follow-up actions. Participants learn how regular auditing by an audit team directed by a competent Lead Assessor is the foundation of an effective ISO 9000 Quality Management System. On completion of the seminar participants gain the necessary skills and the experience to lead and manage their own audits. The learning process includes a series of tutorials, interactive workshops, a major case study, and role playing exercises, culminating in both practical and written examinations.

This course is certified by the IRCA Registration Governing Board and satisfies part of the formal training requirement for individuals seeking registration under the IRCA ASSESSOR Registration Scheme (Registration #R912).

3. *CIEH Environmental Awareness Certificate (1 day)*

This is a course covering global issues, pollution, business issues, energy, waste, transport, legislation, and environmental management systems.

4. *CIEH Environmental Auditing for Internal Auditors (2 days)*

An on-site course for internal audit teams required to monitor ISO 14001 and EMAS management systems, legal compliance, energy efficiency, waste minimization, and environmental improvement schemes.

5. *CIEH Environmental Management Certificate (5 days)*

This course covers environmental aspects, legislation, reviews, policy, management programs, training and communication, auditing and reporting, ISO 14001, and EMAS.

Quality Management Courses from Independent Consultants and Authors:

ISO Do-It-Yourself (2 days)

This course provides the tools and the know-how necessary to be able to get certification on your own. It also helps the participant fulfill two priorities that should be attached to any bid for ISO certification without having to resort to costly measures such as outside help:

- Priority 1: It is essential that the management system and procedures introduced be effective, efficient, and above all economical.
- Priority 2: It is to obtain ISO 9000 registration as painlessly as possible, in a sensible time-scale and at a low cost.

LEBANESE MANAGEMENT ASSOCIATION (LMA)

KEY PERSON: Mary Rbeiz

P.O. BOX: 135705 Beirut

TEL: 01-811045

FAX: 01-811049

E-MAIL: lma@aub.edu.lb

Company Profile:

The Lebanese Management Association (LMA) was founded in 1960 in Beirut by a group of professional managers. LMA is a non-profit, non-political association bringing together representatives from all sectors of society in a relaxed and constructive atmosphere.

Today, LMA's membership includes a large number of Lebanese enterprises, as well as top executives of leading organizations. A twelve-member board representing a cross-section of the Lebanese business community manages LMA.

The Association is active in the field of management training and development in Lebanon. It is centrally located in Beirut, where LMA owns a spacious floor in the building named after it. Its offices include two fully-equipped conference rooms and a library.

LMA is a correspondent association of the American Management Association (AMA). The basic objectives of LMA are:

- To equip managers with the necessary knowledge and skills they will need to draw upon in the future.
- To emphasize new and up-to-date trends in the techniques and practice of management.
- To promote modern management principles and techniques, thus creating an awareness by professional management in Lebanese business sectors.
- To identify management practices which release the creative potential in individuals, lead to sound inter-personal and group relations, and effective patterns of participation within an enterprise.

Quality Course Offerings:

All courses may be conducted in English and/or Arabic.

1. Quality & Productivity Improvement

Course Objectives:

At the end of the program participants will have:

- Examined the nature and importance of a total quality management program.
- Reviewed the tools and techniques of total quality management and their application in various organizations.

- Fully understood and appreciated the Japanese philosophy and practice of Kaizen.
- Learned the techniques and skills used to implement continuous improvement.
- Drawn action plans to use Kaizen either at the organizational, departmental or personal levels.

Course Duration: Twelve contact hours

The program is designed for: Executives, managers, and supervisors who plan to be involved in a total quality management program and who wish to improve quality productivity and profitability in their organizations.

2. *Essentials of ISO 9000 Certification*

Course Objectives:

At the end of the program participants will have acquired operational knowledge of Quality Assurance concepts and ISO 9000 certification.

Course Duration: Twelve contact hours

The program is designed for: Managers, supervisors, and/or engineers concerned with the ISO 9000 Certification.

3. *Total Quality Management*

Course Objectives:

At the end of the program participants will have:

- Developed a good understanding of the essence of Total Quality with a focus on the customer (the internal and the external).
- Been versed on the analysis of TQM core concepts.
- Been exposed to how to cut the cost of quality through TQM applications.

Course Duration: Twenty contact hours

The program is designed for: Senior supervisors and middle managers plus those with potential to advance to these positions.

MECHANICAL & INDUSTRIAL CONSULTING CO.

KEY PERSONS: Michael A. Raphael, Ph.D., P.E., General Manager
Mary El Asmar, M.A, Quality assurance specialist

P.O. BOX: 175-396 BEIRUT- LEBANON

TEL: 961-1-241810- 241811- 261962- 261963

FAX: 961-1-241815- 602822

E-MAIL: mic@cyberia.net.lb

Company Profile:

Mechanical & Industrial Consulting Co. sarl (MIC), founded in Beirut in 1982, specializes in technical evaluation, conformity assessment, impacts and solutions, engineering consulting, quality and quantity control, quality assurance, assessment, and certification in the areas of industrial, environmental, petroleum and petrochemical, and marine systems and products. MIC has developed a division focusing on QMS and established an affiliate in Saudi Arabia. MIC is currently staffed by about twenty members.

Management Integrated Consultants, a division of MIC, was created for training, consulting, and assessment in the fields of Quality Management Systems (ISO 9000 standards), Total Quality Management, and Environmental Management Systems (ISO 14000 standards), which are complementary to the years of professional expertise of MIC.

MIC offers each of its training courses at least once per year, and the courses are also available on an as needed basis.

Management Integrated Consultants, Saoud Abdel Aziz Abdallah Al Suleiman Establishment (MICSAS), an affiliate of MIC Beirut, was established in Jeddah this year for training, consulting, and assessment in the area of QMS.

Quality Course Offerings:

MIC's generic quality management system training program is designed specifically for local and regional organizations to help them improve internally, as well as comply with ISO 9000 requirements for international registration.

MIC's training programs include:

- Comprehensive lectures;
- Team workshops;
- In-house case studies;
- Organizational self-evaluation;
- Training material from major world experts in the field; and
- Certificates of attendance.

MIC's training options include:

- Upper management training in QMS;

- Implementing ISO 9000 standards, a do-it-yourself program for in-house implementation of a QMS program;
- Understanding the ISO 9000 standards, a general program for the whole organization with evaluation;
- Documentation for ISO 9000 compliance;
- Auditing (first, second, and third party);

MANAGEMENT PLUS

KEY PERSON: Sabbah Al Haj, chairman-general manager.

P.O. BOX: 13-6392- Sami Solh AV., Rahal Bldg.- 3rd floor

TEL: 01-396309/10/11

FAX: 01-382713

E-MAIL: mplus@managementplus.com.lb

Company Profile:

Management Plus coordinates with companies in order to find the right candidates needed by the company to perform training and consulting functions in the field of quality assurance and certification. The mission of Management Plus is to search on behalf of institutions for the most vital factor of production, namely the human factor. The role of Management Plus is to reduce waste, in terms of time and resources of both employers and candidates, by matching the appropriate candidates with growing firms seeking the services of qualified employees. Additionally, productive, disciplined, and committed candidates are assisted by Management Plus in landing promising careers and salaries commensurate with their abilities.

The extensive database of Management Plus offers both clients and candidates a variety of alternatives to choose from. Additionally, it enables Management Plus to quickly answer clients' requests.

A search request is coordinated with the human resources department of the client. In certain instances where recruiting functions are handled by a traditional personnel department, Management Plus offers complimentary services to the department to enable it to achieve its objectives.

QUALITECH INTERNATIONAL

KEY PERSON: Ghassan Ali, General Manager, Registered Lead Auditor, IRCA – U.K.

P.O. BOX: 55327 Beirut, Lebanon

TEL: 01- 483137- 03-704510

FAX: 01-483137

Company Profile:

QUALITECH was established in 1993 and is currently staffed by two full-time employees and several part-time consultants. The company devised its own pattern of assistance developed in association with P.E.BATALAS (UK). Their approach consists of the following phases:

1. Initial Appraisal Audit

Assess the client's company quality management system (QMS) and activities to identify areas where action is required to bring the company QMS into alignment with ISO 9001/ ISO 9002/ ISO 9003 (as applicable), leading to an action plan for implementation.

2. Training

For the staff directly involved in the implementation and the maintenance of the quality system. The training program may include at least the following courses:

- Awareness of Quality Management
- Quality System Documentation
- Quality Auditing

3. Documenting the Quality System and Implementation

This includes a program of regular visits to assist the staff in establishing and documenting the required procedures and to review the reports of the internal audits carried out by the company auditors.

4. Pre-assessment Audit

Assess the final system, in order to ensure that the system is operating as planned and adequate documentary evidence is available before applying for certification.

Quality Course offerings:

1. Awareness of Quality Management

Course Objective:

The course provides a general introduction to the Quality Management concept and detailed interpretation of ISO 9001: 1994 requirements.

Course Duration: One day

2. *ISO 9001: 1994 and Economics*

Course Objective:

The course provides a general introduction to the Quality Assurance Principles of ISO 9000 and detailed description about the economic advantages of Quality Management Systems.

Course Duration: Two days

3. *Preparation of Quality Documentation*

Course Objectives:

Provide basic guidelines for the preparation of quality management system documentation.

Course Duration: Two days

4. *Quality System Audits*

Course Objectives:

This course is designed to provide any quality audit personnel with the principles and techniques of administration and conduct of quality audits. Quality audit is a modern management tool to ensure that the quality system is implemented and fully complies with the company's policies and customer requirements. It provides personnel with an in-depth knowledge of their role in audits, both in-house and at suppliers and subcontractors. It also shows how an audit can measure the efficiency and effectiveness of the quality system in providing products or services which conform to requirements, and which meet customer expectations.

Course Duration: Two days

5. *Total Quality Management*

Course Objectives:

This course gives an overview of Total Quality Management principles.

Course Duration: Three days

6. *Laboratory Management Based on ISO Guide 25 (EN 45001)*

Course Objectives:

Ensure that Laboratory managers have a clear understanding of the requirements for smooth operation of a laboratory, which can be accredited to ISO Guide 25 (En 45001)

Course Duration: Three days

7. *Lead Auditor Training*

Course Objectives:

This course trains auditors as members of an auditing team. The Management Board of the Registration Scheme recognizes it for Lead Auditor of Quality Management Systems, as conforming to their requirements. An examination is held at the end of the course and certificates are awarded to delegates who satisfactorily complete the course. This is one of the requirements for qualification as a Lead Auditor.

On completing this course, delegates should know the ISO 9000 requirements, be competent to carry out internal audits, auditing subcontractors and suppliers as Lead Auditor, and be able to understand the economic advantages of Quality Management systems.

Course Duration: Six days

8. *Introduction to Software Quality Assurance*

Course Objectives:

The wider use of computing systems has naturally resulted in the wider requirement for software and whereas there are many standards to support the supply of hardware, this cannot be said for software.

Course Duration: Two days

9. *Quality Management in Construction*

Course Objectives:

The course is designed to give in-depth understanding of Quality Management Principles and the role of ISO 9001: 1994 with reference to problems in the construction industry and their solution.

Course Duration: Three days

QUALITY MANAGEMENT INSTITUTE
(A division of Canadian Standards Association)

KEY PERSON: Mohammad Fawaz, Samer Chaouk

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Quality Management Representative Program

Who should attend:

- Quality Management Representatives interested in developing specific skills to optimize their quality management systems.
- Quality professionals wishing to strategically approach ISO 9000 requirements for establishing, maintaining, and improving a quality management system.
- Business managers who are interested in understanding the core concepts, tools, and techniques of best-practice quality management.

Objectives:

The QMR courses are designed for professionals involved in, or responsible for, quality management systems. Custom tailored by QMI and PricewaterhouseCoopers, the courses provide the most comprehensive and up-to-date quality management training available. Participants are exposed to practical strategies and actionable tactics to develop, build, maintain, and report on their organization's quality management program.

The QMR Program consists of 10 workshops offered in one or two day sessions. Completion of a minimum of 11 days of training, from the total of 14 days offered, qualifies students for a QMR Certificate. This structure allows students to be immersed in the school's quality management learning experience with minimal disruption to their regular responsibilities. The prerequisite for this program is ISO 9000 Essentials or program equivalent.

The Courses:

1. Project Management (2 days)

Gain the ability to control multiple, complex projects. Using Pricewaterhouse Coopers' proprietary methodology, Goal Directed Project Management (GDPM), this course introduces participants to the key requirements of effective project management.

2. Gap Analysis (1 day)

Covers the techniques used to conduct an internal audit of a quality management system at the beginning stages of an ISO program. Auditing activities identify documentation and implementation gaps, and help prioritize their resolution.

3. *Process Mapping (1 day)*

One of the strongest techniques used to analyze and improve business processes is to represent them graphically using process mapping. Participants will be taught the fundamentals of process mapping and how to apply them to process improvement.

4. *Documentation Development (1 day)*

Understand the levels of quality management system documentation necessary to meet ISO requirements. The format of each of these levels will be described, as well as the tools that are available to develop them. Emphasis will be placed on designing clear, concise, practical, and usable documentation.

5. *System Implementation (2 days)*

Learn to translate the contents of formal, quality system documentation into procedures to be followed by quality personnel. Methods used to establish and maintain system requirements are outlined. Roles and opportunities for the Quality Management Representative will be discussed. The activity of quality planning and use of quality plans will be demonstrated.

6. *Corrective and Preventive Action Systems (1 day)*

Develop a process for identifying areas of non-compliance and managing them through a corrective and preventive action system. The focus will be on a simple, functional approach for meeting all requirements contained within international standards.

7. *Advanced Internal Quality Auditing (2 days)*

An examination of key opportunities for improving internal audits. The goal is to develop an Internal Audit approach that will reveal hidden inefficiencies. The basic concepts of process audits will be examined, and an auditing model will be developed during the course.

8. *Implementing a Continuous Improvement Process (2 days)*

Develop a framework for continuous improvement that can be linked, installed, and controlled as part of existing ISO quality management systems. Case studies will demonstrate and reinforce continuous improvement implementation issues.

9. *Train the Trainer (1 day)*

Field-tested instructional techniques for adult-learners will be demonstrated, and a model for designing training materials will be developed. Participants will demonstrate their training skills in sample presentations.

10. Facilitation Skills (1 day)

Learn techniques to effectively lead meeting and workshop attendees through group activities. The complexities of dealing with a mix of organizational positions, personalities, and objectives are highlighted, and methods to maintain control of these sessions are discussed.

Detailed Course Outlines:

1. Beyond ISO 9000 – Tools for Continuous Improvement

Course Objectives:

This course will demonstrate the tools that can be used to build a Continuous Improvement Program for an organization and show the participant how to realize even more return on his/her ISO 9000 Quality Management investment. Practical, hands-on exercises with analysis tools will prepare the participant to work with his/her organization's data.

Course Duration: 2 days

Who Should Attend: Individuals or teams who will be responsible for their organization's initiatives for continuous improvement to quality and bottom line results.

2. ISO 14001 Essentials

Course Objectives:

Discuss how Environmental Management Systems (EMS) evolved and what the benefits of implementation are. Provide the knowledge and skills to implement an ISO 14001 EMS that will be in conformance with an internationally recognized environmental standard. Discuss the audit and registration requirements for the ISO 14001 EMS.

Course Duration: 2 days

Who Should Attend:

- Environmental Managers/Coordinators
- Government Regulatory Agencies
- Federal, Provincial, and Municipal Managers & Field Staff
- Special Interest Environmental Groups
- Executive, Corporate, and Senior Manager
- Steering Committee Members
- Environmental Auditors and Consultants
- Occupational Health and Safety Professionals
- Insurance, Banking, and Risk Managers
- Small Business Owners/Managers

3. *ISO 14001 Internal Auditor*

Course Objectives:

Review of ISO 14001. This course will provide the participant with the skills and knowledge required to conduct an effective internal audit and includes a discussion on the principles involved in conducting Environmental Management System (EMS) audits. It will also cover procedures to be followed when conducting EMS audits, particularly as the procedures relate to ISO 14001 EMS and discuss the qualification criteria for certification (including CEEA's requirements).

Course Duration: 2 days

Who Should Attend: Individuals who will be responsible for conducting, managing, or participating in internal auditing of their organization's environmental management system.

4. *ISO 14001 Lead Auditor*

Course Objectives:

To discuss the principles and procedures required to audit to ISO 14001 and, with the prerequisites, provide the skills and knowledge required for certification as an Environmental Management System Auditor.

Course Duration: 5 days

Who Should Attend: Individuals who will be responsible for conducting or managing audits, internally and/or externally. This course is accredited and fulfills the training requirements for individuals who wish to become certified Lead Auditors.

5. *ISO 9000 Essentials for Manufacturing*

Course Objectives:

The course provides the participants with an understanding of the rationale and application of ISO 9000 standards. It will also cover criteria for selecting the appropriate standard for participants' organizations and suppliers. This course meets the prerequisite requirements for the Lead Auditor Training Course.

Course Duration: 2 days

Who should attend: Individuals who have limited knowledge of the ISO 9000 series of standards and need to gain an understanding of the requirements for the development of a quality management system with a focus on the manufacturing sector.

6. *ISO 9000 Essentials for Service*

Course Objectives:

The course provides students with an understanding of the rationale and application of the ISO 9000 standards within a service environment. It will also cover criteria for selecting the appropriate standard for students' organization and for suppliers. This course meets the prerequisite requirements for the Lead Auditor Training Course.

Course Duration: 2 days

Who should attend: Individuals who have limited knowledge of the ISO 9000 series of standards and want to gain an understanding of the requirements for the development of a quality management system with a focus on the manufacturing sector.

7. *ISO 9000 Internal Auditor for Manufacturing*

Course Objectives:

This course provides an understanding of the steps of an internal audit, from preparation to follow-up. Through presentations and case studies in practical workshops, participants learn how to handle human inter-relations in internal audits. Combined with the appropriate academic or professional qualification, this training course enables participants to efficiently and competently perform internal audits for their organizations.

Course Duration: 2 days

Who should attend: Individuals who will be responsible for conducting, managing, or participating in internal audits of their company's quality management system.

8. *ISO 9000 Internal Auditor for Service*

Course Objectives:

This course is designed to respond to the unique application of ISO 9001 to a service organization. Since service organizations have fewer tangibles, the auditing process has to take this into account. The material in this course provides the tools to conduct an effective internal "service" audit. All examples and case studies are drawn from the service sector.

Course Duration: 2 days

Who should attend: Individuals who will be responsible for conducting, managing, or participating in internal audits of their service organization or department.

9. ISO 9000 Lead Auditor

Course Objectives:

This workshop provides students with proven methods for auditing an ISO 9000 series quality system. Practical workshops proceed step-by-step through the auditing process, from establishing an audit program and audit planning, to final assessment of the quality system.

Course Duration: 5 days

Who should attend: Individuals who will be responsible for conducting or managing audits internally and/or externally. This course is accredited and fulfills the training requirements for individuals who wish to become certified Lead Auditors.

10. QS-9000 Essentials

Course Objectives:

Provide an in-depth review of the QS-9000 standards in comparison with ISO 9000 and the additional automotive industry requirements.

Course Duration: 3 days

Who should attend: Engineering and manufacturing managers and coordinators, quality directors and specialists, and executives.

TALAL ABU-GHAZALEH INTERNATIONAL

KEY PERSONS: Haytham Y. El-Khoury, Managing Director
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Company Profile:

Talal Abu-Ghazaleh International (TAGI) was established in 1972. With over 600 multi-disciplinary professionals working out of 35 offices across the Arab countries, Europe and North America, TAGI provides high quality services.

The services of Talal Abu-Ghazaleh International are multi-faceted, ranging from audit, management consulting, and project development, to intellectual property protection and legal services.

Talal Abu-Ghazaleh International's management coordinates and facilitates the operation of two companies:

- Talal Abu-Ghazaleh & Co. (TAGGO)
- Abu-Ghazaleh Intellectual Property (AGIP)

TAGI's mission statement is to offer their clients a complete range of high quality professional services and international standards and in so doing contribute to the economic, social, and cultural development of the Arab World in the context of the Global Economy.

Quality Services:

TAGI provides complete consulting services. Over the last 26 years, TAGI has built a strong reputation in a wide array of fields, such as general management, financial management, organizational development, information systems, Quality Management Systems, Environmental Management Systems, CE Marking, HACCP, human resources development, feasibility, market research, and cost management studies.

Specific Quality Training Courses:

- Training on Quality Management System development, documentation, and implementation.
- Training on ISO 9000 Standards Interpretation.
- Training on quality management system internal audits.

TEAM INTERNATIONAL
(Engineering & Management consultants)

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Company Profile:

TEAM International is a multi-disciplinary consulting firm that has, since its establishment in Lebanon in 1975, grown to become one of the largest consulting firms in the region. TEAM has offices in Beirut, as well as in several other Arab capitals. A key element of TEAM's strategy has been the ability to combine the latest world-wide professional advances with a thorough knowledge of the local social-economic conditions to reach solutions that are optimal, cost effective, and practical to implement.

TEAM strongly believes in the power of combining advanced technology, management knowledge, and expertise in change management to significantly increase the effectiveness of the management process. Its mission statement exemplifies TEAM's commitment to excellence:

The support of companies and institutions to achieve significant improvement in performance, through the application of the latest world advances in Management, Information Technology, Human Resource Development, and Institutional Building.

Quality Standards (provided by TEAM International):

1. ISO 9000

ISO 9000 quality standards are issued by the International Organization for Standardization to promote the development of international quality standards and facilitate the exchange of goods and services worldwide. These standards were prepared in the interest of harmonizing a large number of national and international standards in the quality domain.

ISO standards can be applied to organizations of every size across many types: from manufacturing to service providers and from public to private organizations. Today, more than 150,000 organizations are registered worldwide.

2. ISO 14000

The ISO 14000 series is a set of standards that provide a framework for environmental management systems. The objectives and targets are set internally by the organization or externally by regulators. The ISO 14001 standard maps out the core requirements for an Environmental Management System, namely, environmental policy, planning, implementation and operation, checking & corrective action, and management review. Since environmental issues have

become a major public concern with direct implications for the survival of organizations, using these standards allows an organization to plan, monitor, and continually improve its environmental performance, resulting in a much healthier work environment and better competitive status.

3. *QS-9000*

QS-9000 stands for “Quality System Requirements.” It is based on the 1994 edition of ISO 9001, but it contains additional requirements specific to the automotive industry. These additions are considered automotive “interpretations” by the ISO community of accreditation bodies and registrars. QS-9000 applies to suppliers of production materials, production and service parts, heat treating, painting and plating, and other finishing services.

Quality Systems:

1. *Total Quality Management*

Total Quality Management (TQM) is a philosophy designed and implemented to bring all company resources to work together in satisfying customer needs and continuously increasing quality and productivity.

TQM systems, when properly conceived and implemented, will make it possible to efficiently utilize the resources of the organization via optimal allocation of tasks, processes, and responsibilities within the concept of accountability. As a result, every factor that contributes to quality within the organization is discerned and improved.

In pursuing this perspective, a TQM system can direct a company’s resources to operate harmoniously with improved efficiency in satisfying customer needs and thus achieving higher profitability.

2. *Hazard Analysis Critical Control Point (HACCP)*

For some industries, such as food processing, quality is the line between success and failure. For such companies, specific industry benchmarks can improve their competitiveness in their immediate market, while allowing for new opportunities among external markets.

TEAM provides quality services to specialized industries such as food processing that invokes the Hazard Analysis Critical Control Point (HACCP) system. HACCP is the advocated food safety management system that preventively controls critical points in food processing (for example, temperature, possible contamination, pH, microbiology, etc). The objective is to ensure food safety at all levels of the production process. Subsequently, food manufacturers may be significantly affected by HACCP requirements in industry domains and geographic regions where a specific quality criterion becomes mandatory.

3. *Business Process Improvement (BPI)*

BPI is a systematic analytical approach to increase outputs and results by improving the process behind them. BPI focuses on: cost & productivity, quality & service, and speed & flexibility. It starts by discovering the improvement opportunities and identifying the processes affecting them, and then proceeds to define, explore, and analyze the interrelationships among these processes and their effects on the outputs under consideration. Powerful statistical, analytical, and qualitative techniques and tools are used to carefully identify the effects of the various factors involved.

4. *Good Manufacturing Practices (GMP)*

Good Manufacturing Practices (GMP) are considered part of the Quality Control System for companies producing food or pharmaceutical products. The GMP principle aims to ensure regular production of products that conform with the health standards required from regulatory bodies. GMP provides the general basics to determine the minimum acceptable requirements for the production of good products, covering all the activities related to the production process.

These basics are divided into several categories:

- Organization and personnel
- Buildings and facilities
- Equipment
- Control of components and drug products
- Containers and closures
- Production and process controls
- Packaging and labeling controls
- Holding and distribution
- Laboratory control
- Records and reports
- Returned drug products.

5. *CE Marketing*

To demonstrate conformity with essential requirements of an applicable directive or directives, the easily identifiable CE Marketing must be affixed to products entering the European Union (EU) market as of January 1, 1996. CE Marketing acts as a passport, ensuring that goods have free access to all EU markets. The CE Mark is not a standard, it is a declaration that a product conforms to EU-level legislation in the form of a Directive. The CE designation is required in order to sell any product manufactured or distributed within the EU.

**LEBANESE AMERICAN UNIVERSITY
CENTER FOR SPONSORED RESEARCH AND DEVELOPMENT**

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Company Profile:

The CSRD is a semi-autonomous, interdepartmental unit of the Lebanese American University. It is responsible for the coordination and management of all sponsored research and development projects undertaken by the University. It enjoys the advice and counsel of an independent Advisory Board made up of business and community leaders.

CSRD's mission is to assist in the reconstruction and development of Lebanon and the Middle East by making the technical and leadership services of the faculty and staff available to governments, non-profit institutions, and commercial/industrial organizations at a reasonable cost.

The Center conducts its business by upholding the highest ethical and moral standards and does not discriminate against any person on the basis of age, race, gender, religion, color, handicap, or national origin. The Center's customers include private and public institutions and business, various government departments, and national and international agencies. Its partners and suppliers consist of universities, R&D centers, and other related enterprises. Its products and services are knowledge-based, and its revenue is derived from grants, donations, and fees for services.

Quality Course Offerings:

The following is a list of courses the CSRD has offered:

1. Contracting Skills for Success

This is a 3-day seminar course. It consists of lectures, workshops, and case studies intended for professionals concerned with problems of cost estimation, cost control, business planning, scheduling, project management, and profitability analysis of engineering projects and processes. The benefit of this seminar is to learn practical, hands-on principles of successful contracting, leading to effective cost control in adverse conditions.

2. Implementation of ISO 9000 Standards

Three-day intensive lectures with workshops and case studies in the field of Quality Assurance and Quality Management offered by CSRD in association with the School of Engineering and Architecture at LAU.

American, European, and other world businesses are realizing that ISO quality assurance standards are essential confidence elements for local and cross-border

business transactions and are recommended by the World Trade Organization as valid counter measures for technical barriers to trade.

The primary aim of this course is to give organizations guidelines on what constitutes an effective quality management system, which, in turn, can serve as framework for continuous improvement, which is an ISO 9000 requirement.

3. *Project Management: Tools and Practices*

A two-day course offered by CSRD in association with the School of Engineering and Architecture at LAU and the American Association of Cost Engineers. The course consists of lectures, workshops, and practical case studies and is intended for professionals involved in project management. “State-of-the-art” tools and practices cover areas such as project life cycle, cost estimation, material procurement, cost and schedule control, and change orders administration.

4. *Quality Transformations in Teaching and Learning*

This course is designed by the American Society for Quality (ASQ). It is intended for teachers, academic leaders, and training and development managers. It provides teachers with tools to apply quality principles and practices to the management of their key processes – teaching and learning. Participants will incorporate Deming’s quality principles and the scientific approach to a unit of study in order to plan and measure the effectiveness of outcomes.

Attendees will learn instructional planning applications to explore the role of the teacher as learning leader, develop leadership goals for their classroom and school, and design lesson plans using quality principles.

5. *Training and Education Standards: Guidelines for Effective Human Resource Training and Development*

Designed by the American Society for Quality (ASQ), this course focuses on the application of ISO 9000 to insure the quality of the human resource training and development process at the attendee’s department. The course explores the fundamentals of the American National Standard Z-1.11, and allows the attendee to discover the benefits of improving the education and training processes.

The course’s main targets are human resource managers and people with responsibilities affecting quality education and training, including superintendents or chief executive officers, teachers, and trainers.

6. *Implementing and Auditing an ISO 9000 Quality System*

An intensive three-day course designed by the American Society of Quality (ASQ), it is intended to help the attendees use the ISO 9000 standards to give the organization a competitive edge. Attendees will learn how to build audit skills and develop an internal auditing system for their organization.

This course targets managers, technicians, engineers, ISO 9000 coordinators, and managers and supervisors.

7. *Budget and Control*

A two-day seminar which emphasizes the principles and techniques used in developing a master budget. It utilizes exercises problems and cases to drill participants in budget preparation techniques and in using budget variances and tools in controlling business operations. This seminar targets every manager with budget responsibilities.

8. *Quality Management Concepts*

A three-day course intended for managers, executives, team leaders, supervisors, and quality professionals. It provides working knowledge of a broad range of quality management concepts and tools, as presented by ASQ's Certified Quality Manager body of knowledge.

9. *Project Management in Quality Environment*

A three-day course that explores the "five P's" of project management. It helps the attendees build quality management tools and improve their process development by mapping out essential processes and identifying ways to improve efficiency.

This course is intended for team leaders, quality engineers, and anyone who needs to make sure a project gets done on time and on budget.

10. *Strategic Quality Planning*

This is a three-day course is intended to help the attendees build an integrated quality/business plan that mutually complements both quality and business objectives. Attendees include executives, strategic planning professionals, consultants, directors and VPs, and professionals involved in selecting, directing, or coordinating their organization's continuous improvement programs.

11. *Implementing and Auditing an ISO 9000 Quality System*

An intensive three-day course for anyone, from managers to technicians, who needs to understand the ISO 9000 standards and how to implement and audit the quality system.

12. *ISO 9000 Quality System Documentation*

An intensive three-day course designed and developed through the talents of an internationally recognized authority on the ISO 9000 standards and documentation. It is highly interactive, learn-by-doing experiences that provide opportunities for participants to share their valuable knowledge. This course is intended for ISO 9000 implementation and documentation coordinators, managers, and supervisors.

13. Implementing ISO 14000

A two-day course designed to give participants a solid grasp of the concepts and implementation tools of this new set of standards. With an environmental management system in place, an organization can approach compliance proactively, rather than merely react to the latest changes in regulations. Attendees include environmental engineers, managers and directors, environmental quality assurance personnel, and senior management.